International Affairs Career Field (IACF) Concept and Implementation Timeline

February 2006

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1.0 Introduction

This document defines the Deputy Under Secretary of the Air Force (International Affairs), SAF/IA, concept for the development of an International Affairs Career Field (IACF). The concept document is designed to support SAF/IA's request for formal IACF approval. The concept addresses career field position coverage, program components, program oversight and management, and implementation timing. As implementation progresses, specific elements of the concept and/or the timeline may deviate from the contents herein. The spirit of the program, however, and its alignment with the Air Force Total Force Development construct will remain.

The development of an IACF provides numerous benefits for Air Force International Affairs (IA) personnel. This career field will leverage the existing Air Force career field to provide deliberate training and education resources and develop future IA professionals. IA personnel will have a flexible career development path, increased opportunity for challenging work experiences, and timely, appropriate training and education. Furthermore, IACF and the recently created International Affairs Specialist (IAS) program will ensure that the entire IA community has a cadre of highly trained military and civilian personnel to execute the future IA mission.

1.1 Document Description

In order to define the IACF concept, this document addresses a number of program elements including organizational structure, personnel development, career broadening, and training and education. Additionally, the document describes the steps taken to create the IACF concept and a timeline for career field implementation.

1.2 Background

Implementing the IACF supports the Air Force Total Force Development Construct and the decision to migrate career programs to career fields in July 2004. In addition to Air Force transformation efforts, the Defense Security Cooperation Agency (DSCA) directed the implementation of a number of workforce initiatives beginning in November 2001. These initiatives include the establishment of an IA certification program, opportunities for military and civilian personnel to earn an advanced degree in international affairs, and introduction of interns into the IA workforce.

SAF/IA implemented DSCA's directives in coordination with the Air Force personnel community to ensure that IA activities remain integrated with the Total Force Development Construct.

2.0 IACF Position Coverage

An analysis of IA related positions identified 327 positions as part of the IACF. To determine applicable positions, the DT conducted a data call to first identify those positions, which involve IA activities 51% of the time or more. The list of positions was further analyzed to determine positions that involve functions that are unique to international affairs and represent the core of the career field. The majority of the positions are located at SAF/IA (54 positions), the Air Force Security Assistance Center (AFSAC) (191 positions), and the Air Force Security Assistance Training (AFAST) Squadron (36 positions). The remaining positions are located at Air Force Material Command Air Logistic Centers (ALCs) and Product Centers, the Air Mobility Command (AMC), the Air Combat Command (ACC), and the Air Force Space Command (AFSPC). As the career field matures, covered positions will be evaluated to ensure that the program includes all appropriate positions.

Table 1 contains the number of IACF positions by organization and provides a list of representative positions.

Table 1: Eligibility Criteria, by Position – International Affairs Career Program

Organization	Representative Positions	Number of Positions
SAF/IA	Country Director, Division Director, International Policy, Foreign Disclosure and Export Control, International Armament Cooperation	54
AFMC		
AFSAC	Case Manager, Country Manager, International Policy, Foreign Disclosure	191
OC-ALC	Foreign Disclosure and Export Control	2
WR-ALC	Foreign Disclosure and Export Control	17
AAC	Foreign Disclosure and Export Control	6
ASC	Foreign Disclosure and Export Control	5
AETC		
AFSAT	Command Country Manager, Training Program Manager	36
ACC	Foreign Disclosure and Export Control	4
AFSPC	Foreign Disclosure and Export Control	8
AMC	Foreign Disclosure and Export Control	4
	Total	327

To increase understanding of representative IACF positions, detailed descriptions are provided. Descriptions include an explanation of various roles and responsibilities for each position and collectively convey a general understanding of the scope and complexity of IA-specific work.

2.1 Country Director

Country Directors are focal points for building, sustaining and expanding political-military relationships between the USAF and countries in their area of responsibility (AOR). Country Directors are assigned exclusively within SAF/IA and oversee security

assistance programs; technology and information transfer; disclosure policy; attaché affairs; cooperative research development and acquisition; foreign visits; and other international programs affecting their assigned AOR.

2.2   Case Manager

The Case Manager is responsible for all aspects of a Foreign Military Sales (FMS) case from receipt of the Letter of Request (LOR) through final case closure. Typically, the Case Manager determines if a Security Assistance Program Manager (SAPM) is required, establishes and maintains all formal interfaces with the foreign government or international organization regarding Letter of Offer and Acceptance (LOA) scope changes, modifications, etc. The Case Manager also ensures timely resolution of problems forwarded by the SAPM or Line Manager and coordinates the activities of supporting organizations. Case Managers are assigned exclusively at AFSAC and AFSAT, with some case-by-case exceptions.

2.3   Country Manager

The Country Manager (CM) coordinates all required support for Foreign Military Sales (FMS) cases, Military Assistance Program (MAP) loans, drawdown actions; excess materiel transfers, foreign military and civilian air force personnel training, and related security assistance and activities. The CM reviews all requests for pricing and availability (P&A) or Letter of Offer and Acceptance Data (LOAD) for AFSAC and AFSAT-managed cases, integrates new case workload into existing customer programs, and identifies concerns to be elevated to the SAF/IA Country Director. The CM may also assist in obtaining appropriate resources, problem solving, and integrating SAPM activities into the overall country program.

2.4   International Policy

International Policy personnel ensure programs are consistent with United States public law, Air Force policies and regulations, and other Air Force programs. Specifically, their primary purpose is to prepare the Air Force Security Assistance community to respond to the changing international environment and defense industry. Their activities include:

- Building relationships with international partners and assisting them in achieving appropriate capabilities.
- Developing and implementing of Security Assistance (SA) policy and directives.
- Providing policy oversight and compliance guidance for foreign military sales (FMS).
- Coordinating legislative issues.
- Developing policy for international education and training, manpower, sole-source, reinvention, and computer systems (e.g., Defense Security Assistance Management System (DSAMS) and the Security Assistance Management Information System (SAMIS).
- Implementing and managing performance-based budgeting and costing infrastructures.

2.5   International Armaments Cooperation

International Armaments Cooperation (IAC) personnel are engaged in identifying, establishing and maintaining international cooperative research, development and

acquisition (ICRD&A) programs to deliver enhanced capabilities to the war fighter. IAC activities include:

- Budget administration of Program Elements affecting IAC.
- Management of strategic doctrine, requirements and defense acquisition.
- Management of the Foreign Comparative Test Program, the Engineer and Scientist Exchange Program, and data/information exchange agreements.
- Provide support to Air Force and OSD principals for a number of IAC forums. (e.g., Air Senior National Representative and NATO Air Force Armaments Group)

2.6   Foreign Disclosure and Export Control

Foreign Disclosure and Export Control personnel are the designated Air Force disclosure authority for release of classified and controlled unclassified, weapons systems, technologies and information to foreign governments and international organizations. This disclosure authority supports all Air Force, DoD and commercial international programs. Disclosure and control activities include:

- Representing the SECAF on interagency National Disclosure Policy Committees (NDPC).
- Representing the Air Force on DoD Arms Transfer Policy Review Groups.
- Developing foreign disclosure and technology transfer policies and guidelines consistent with the National Disclosure Policy (NDP-1), the International Traffic in Arms Regulations (ITAR), and other US Government, DoD and Air Force Directives and Instructions.
- Developing Air Force guidelines for release of weapons systems, capabilities, technologies, tactics and training.

2.7   International Airman Support

International airman support involves managing the selection and nomination of Air Force Officers and NCOs assigned to duty in the Defense Attaché System (DAS), developing and monitoring foreign area officers (FAOs) who possess regional expertise and foreign language proficiency to support US global interests, providing oversight of the AF International Personnel Exchange Program (PEP), providing Washington DC orientation for Air Force Security Assistance Organizations (SAO) personnel, and managing the Washington DC portion of the DoD International Program for International Military Students (IMS).

2.8   Career Field Management Matrix

A critical element of position coverage is the ability to identify positions that are part of the IACF as opposed to positions that are assigned to other CFs. Again, the DT turned to current CF management practices to identify the best solution. AFPC/DPK maintains a CF Matrix, which lists all Occupational Series and identifies each as either 'exclusive' or 'shared.' Exclusive Series belong to only one CF. A Shared Series is one that participates in multiple CFs and each position must be identified accordingly.

The DT has identified five 'types' of IACF positions and is working with HQ AF/A1, AFPC/DPK, and other CFs to identify the best means for IACF identification and address any outstanding classification issues.

Table 2 provides an overview of the five areas associated with IACF (designated as CF 4) and depicts whether the identified series is exclusive or shared.

Table 2: IACF CF Matrix

Career Field (CF)	Series	Exclusive	Identifier
IA (4)	0130	X	
IA (4)	0131	X	
IA (4)	0301	@ AFSAC	AKTALMIXK
IA (4)	1701	@ AFSAT	ADU
IA (4)	Various (FDO)		To be determined

2.8.1 Occupational Series 0130/0131 Positions

Occupational series 0130/0131 positions represent the two exclusive IACF series. Positions identified as either series are automatically part of the IACF and are therefore not shared with any other CF. These series are defined as:

- **GS - 0130 Foreign Affairs Series** (as defined by the Office of Personnel Management (OPM)) includes all classes of positions the duties of which are to advise on, administer, supervise, or perform research or other professional and scientific work in the departmental formulation and direction of the foreign affairs of the Government or in the study and disposition of information bearing on international relations.
- **GS - 0131 International Relations Series** (as defined by OPM) includes all classes of positions the duties of which are to advise on, administer, supervise, or perform professional work in the formulation and implementation of foreign policy of the United States in the conduct of the relations, primarily of a political or politico-economic nature, of the United States with other governments.

2.8.2 Occupational Series 0301/1701 Positions

Logistics Management series (0346) positions are managed by the Logistics Civilian Career Enhancement program. 0346 series positions that are identified for inclusion in the IACF will be exclusive to AFSAC and reclassified as Miscellaneous and Administration Program series (0301) positions with career program identification number 4 (International Affairs) and AKTAGM1XK skill code.

Instructional Systems series (1750) and Training Instruction series (1712) are managed by the Instructional Systems career field. 1750 and 1712 series positions that are identified for inclusion in the IACF will be exclusive to AFSAT and reclassified as General Education and Training series (1701) positions with career program identification number 4 (International Affairs) and ADU skill code.

Logistics Civilian Career Enhancement program and Instructional Systems career field will continue to provide administrative management and oversight to 346, 1750, and 1712 series centrally managed personnel until all core documents are re-classified and series are completely transferred to the IACF.

For reference purposes, 301 and 1701 series are defined as:

- **GS - 0301 Miscellaneous Administration and Program Series** (as defined by OPM) includes positions the duties of which are to perform, supervise, or manage

nonprofessional, two-grade interval work for which no other series is appropriate. The work requires analytical ability, judgment, discretion, and knowledge of a substantial body of administrative or program principles, concepts, policies, and objectives. The use of skill code AKTAGM1XK reflects the application of analytical abilities to foreign agreements.

- **GS - 1701 General Education and Training Series** (as defined by OPM) includes positions that primarily involve professional work in the field of education and training when the work is not more appropriately covered by another professional series in this or any other group. Included are positions where (1) the work has characteristics that may be identified with more than one professional education series with none predominant, (2) the combination of professional knowledge required by the work is not specifically covered by another series, or (3) the work is in a specialized professional field not readily identifiable with other existing series in this or any other group.

2.8.3 Foreign Disclosure Officer (FDO) Positions

As indicated in Table 2, FDO positions are located in various AF organizations. Currently, the DT is working with HQ AF/A1 classifiers and AFMC personnel to determine the best method for identifying FDO positions in the CF Matrix.

3.0 IACF Program Components

Career Fields (CF) consist of a number of components. Each plays a part in the overall success of the program. IACF, as is the case with other CFs, will make use of these components to ensure program success. This section briefly addresses IACF's major components and provides the DT's concept for each area.

The IACF comprises a broad cross-section of personnel from several career fields. Because of this diversity, the IACF must be structured to facilitate interaction with these career fields, to provide career broadening opportunities and career enhancing assignments necessary to build and sustain the IA workforce. The majority of IACF positions are at the GS-12 grade level or higher. Therefore, in order for the IACF to sustain itself, related career fields, the PALACE Acquire program, and other sources must feed the program. Additionally, individuals must be able to move in and out of the IACF as their careers progress. Such migration allows for the breadth and depth needed to meet IACF objectives.
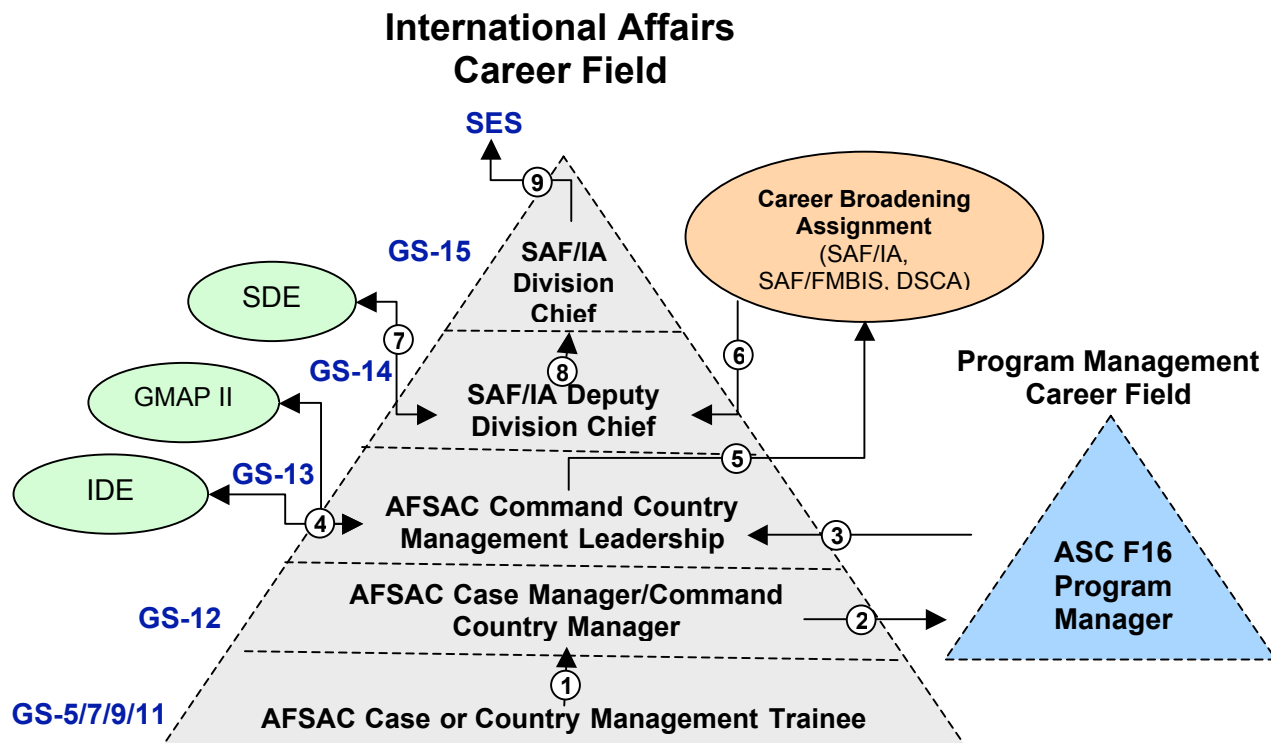
With these requirements in mind, the DT created a vision for the IACF that integrates IA certification (paragraph 3.3.3), interns (paragraph 3.2), training and education opportunities (paragraph 3.3), and career broadening opportunities (paragraph 3.3.2). Together, these components represent the IACF concept.

Additionally, the DT designed a notional career path. The path represents one possible development experience. It is <u>not</u> meant to indicate the only option for professional growth. Rather, it simply illustrates the expected relationship with other career fields, the importance of training and education, and the overall desire for individuals to learn, grow, and develop by working in a variety of positions throughout the IA community each with a growing level of responsibility and visibility.

Figure 1 (Page 9) depicts the notional career path. To follow the path, start with the first position held (i.e. AFSAC Case or Country Management Trainee) and follow the arrows in numerical sequence. (Please note that this is but one point of entry into the IACF. Others career fields and PALACE Acquire will feed the IACF.) The individual receives a promotion to GS-12 within AFSAC and then takes a position at the Aeronautical Systems Center (ASC) in the Program Management Career Field. The individual then returns to AFSAC for a GS-13 position. While in this position, the individual attends both Intermediate Development Education (IDE) and the Global Master of Arts Program (GMAP) II. After successful completion of the AFSAC Command Country Management Position, the individual takes advantage of a career broadening assignment at SAF/IA, SAF/FMBIS, or DSCA. Career broadening leads to a promotion opportunity and reassignment to SAF/IA as a Deputy Division Chief. While in the assignment, the individual attends Senior Development Education and is later promoted to Division Chief and ultimately Senior Executive Service (SES).

It is important to reiterate that this is a notional career path and is intended to convey the desire for personnel to perform well in each assignment, embrace training and education, and pursue career-broadening assignments.

Figure 1: Notional Career Path

International Affairs Career Field

SES

Career Broadening Assignment
(SAF/IA, SAF/FMBIS, DSCA)

GS-15
SAF/IA Division Chief

Program Management Career Field

SDE

GS-14
SAF/IA Deputy Division Chief

GMAP II

IDE   GS-13

AFSAC Command Country Management Leadership

ASC F16 Program Manager

AFSAC Case Manager/Command Country Manager

GS-12

AFSAC Case or Country Management Trainee

GS-5/7/9/11

3.1 Career Mobility

Mobility will be an integral part of the IACF. Mobility provides individuals an important avenue to achieve depth and breadth of experience for career progression and managerial development, while providing management with a pool of individuals who have clearly demonstrated the potential for continued growth and broader responsibility. Mobility does not always entail geographic relocation, but geographic relocation does provide the greatest potential for optimum experiences. Therefore, geographic mobility will also be encouraged through voluntary assignment preferences. It may also be deemed in the best interest of the AF and, as such, become a requirement of the IACF.

3.2 Interns

The PALACE ACQUIRE program will provide IACF interns. Initial plans call for interns to participate in a three-year rotational program. During this time, the program will offer participants various training and education opportunities, expose them to several organizations and positions, and provide them incremental promotions throughout their time in the program. The program calls for the induction of three interns per year beginning in FY 08 (funding permitting per AFPC/DPK).

3.3 Training, Development, and Certification

Training is the cornerstone of a quality workforce and SAF/IA is committed to ensuring IACF personnel are properly trained and equipped to perform the demanding tasks of

international security cooperation. The IACF training, and development and certification process will be patterned after the Civilian Competitive Development Program (CCDP) (now known as Civilian Developmental Education (CDE)). It will include Professional Military Education (PME), long-term academic and experiential programs, short-term executive programs, and the principles of leadership.

3.3.1 Formal Training

IACF ensures that funded and sponsored courses will satisfy IA requirements, as well as managerial and executive development needs. Field personnel offices may provide access to limited funds and/or administer other types of on-site training. Certain extended training and development opportunities may require that the individual sign a mobility agreement before starting the training.

3.3.2 Career Broadening

IACF will administer approved career broadening positions. When selected for assignment to one of these positions, the individual will normally serve a period of two years, with follow-on to a permanent position. Individuals selected for career broadening positions must sign a mobility agreement before final selection. The Policy Council Chair will allocate approved career-broadening positions before the initiation of a fill action for the position.

In anticipation of IACF approval, SAF/IAPC contacted AFPC/DPK and coordinated for one to two career-broadening opportunities that will be provided as the IACF stands-up. AFPC/DPK will provide the allocations from existing, programmed positions (funding permitting per AFPC/DPK). As is the case with other career fields, additional career broadening positions will be provided after reaching full operational capabilities.

Career broadening complements SAF/IA's existing Civilian Career Development Opportunity (CCDO) Program. This volunteer program is designed to enhance opportunities for individuals with the desire and potential to become part of the Air Force International Affairs leadership structure. Each year civilians (grade GS-11 through GS-14) will have an opportunity to rotate among selected positions with the intent of identifying, developing, and broadening the skills of civilians. CCDO will afford civilians an opportunity to compete for promotions inside and outside SAF/IA.

3.3.3 Certification

As indicated in *Department of Defense International Affairs, Certification and Career Development Guidelines*, section 1.4, multiple levels of certification are widely used in current Defense Organization career fields. These programs use job experience, training and education to establish thresholds for certification. Certification-level requirements for a given position should be assigned based on required education, training and experience. To this end, the IACF Policy Council and DT will integrate the existing IA certification program into the career field structure as a means to facilitate an individual's success in an IACF position.

3.4   Mentorship

SAF/IA and the IACF Policy Council recognize the need to implement a mentorship program to augment the IACF. Mentoring is fundamental to ensuring IA personnel reach their fullest potential. Beginning in September 2005, SAF/IA will conduct a

Mentorship Pilot Program to test a mentorship concept that will eventually be utilized as part of the IACF.

The mission of this program is to encourage personnel to acquire new skills, widen their perspectives and establish career goals. This program is an integral part of developing well-rounded, professional and competent future leaders.

4.0 IACF Management

The IACF will accomplish its mission through the existing Air Force Corporate Structure. This structure illustrated in Figure 2, depicts the relationship of the IACF to the existing Force Development Council.

Figure 2: Air Force Corporate Structure
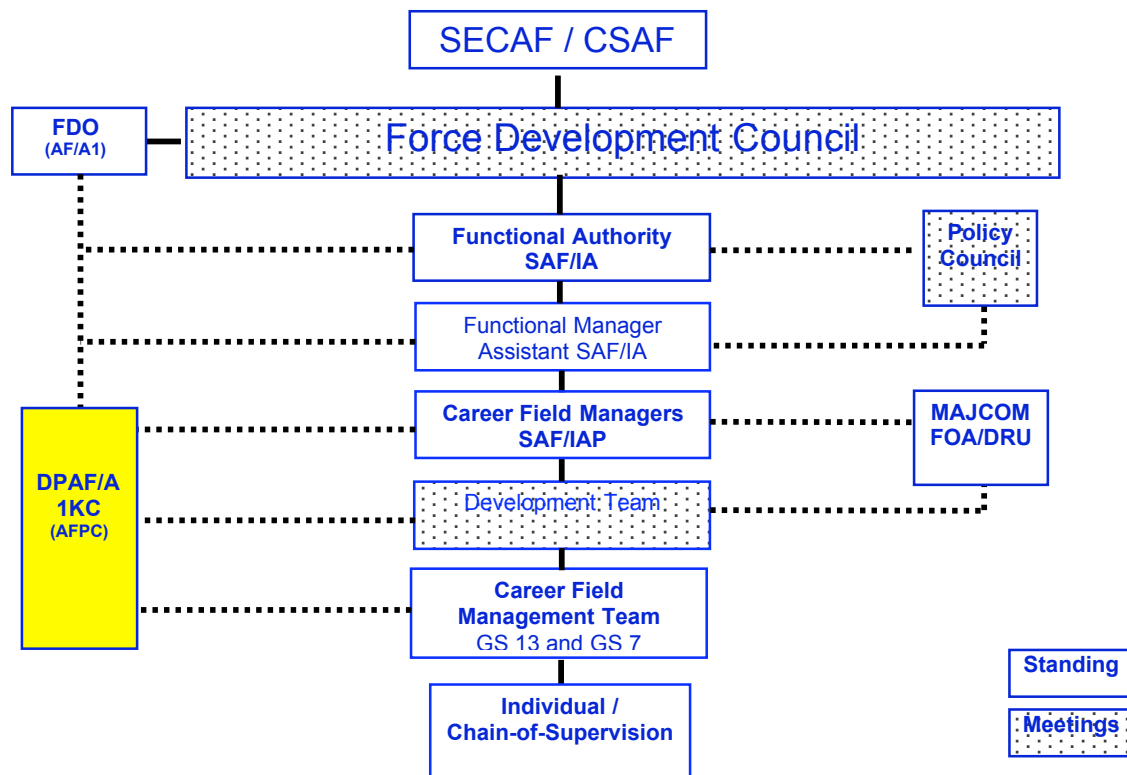
Under this structure, SAF/IA serves as the Functional Authority. SAF/IA has stewardship over the IACF and serves as the link between the workforce and the Force Development Council. SAF/IA will continue to leverage the existing Policy Council Structure as the forum to monitor program performance and provide guidance and direction.

4.1 Policy Council Structure

The Policy Council establishes policy and provides guidance to the program. The group began meeting semi-annually in December 2003 and consists of the following voting* members:

- Deputy Under Secretary of the Air Force, International Affairs (SAF/IA), Chair*
- Assistant Deputy Under Secretary of the Air Force, International Affairs (Asst SAF/IA), Co-Chair*
- Director, Regional Affairs (SAF/IAR)*
- Director, International Affairs Policy (SAF/IAP)*

- Commander, Air Force Security Assistance Center (AFSAC)*
- Product Center Functional Representative (Appointed by AFSAC/CC - Senior Civilian)*
- Logistic Center Functional Representative (Appointed by AFSAC/CC - Senior Civilian)*
- Director, International Training and Education (HQ AETC)*
- Commander, Air Force Security Assistance Training (AFSAT)*
- Director, Personnel Force Management (HQ USAF/A1F)

Representatives from other organizations (e.g., HQ USAF/A1, DSCA, etc.) will participate as advisors to the council and attend sessions on an as needed basis.

4.2 Development Team (DT)

The DT created the IACF implementation plan described in this document and will monitor and refine IACF processes throughout initial career field operations. Current DT members that played an active role in the creation of the IACF implementation plan represent the following organizations:

- Deputy Under Secretary of the Air Force, International Affairs, Plans and Operations Division, Chair
- Air Force Security Assistance Center (AFSAC)
- Air Force Security Assistance Training (AFSAT)
- Ogden Air Logistics Center (OO-ALC)
- Aeronautical Systems Center (ASC)
- Air Force Civilian Personnel Division (AF/A1XC)
- Air Force Personnel Center / Civilian Force Management Directorate (AFPC/DPK)

4.3 Executive Panels

After the IACF is established, the DT will continue to oversee the initial implementation phases of the program. In addition, the DT will create the following Executive Panels to maintain the program and ensure that it functions properly.

1. Assessment: The Assessment Panel will evaluate program effectiveness through operation reviews. This panel will produce and distribute the annual IACF Assessment Report, a comprehensive evaluation of program progress toward stated goals and objectives. The panel also will recommend to the Policy Council changes to the program it believes necessary based on these evaluations.

2. Training and Development: The Training and Development Panel will develop policy and establish practices on training and development activities. This panel will recommend training funds distribution and identify program tuition assistance and short- and long-term training needs. It will also develop and recommend procedures for selection of candidates who will attend IACF-sponsored training. In addition, this panel will manage the certification program. It will establish, implement, and monitor procedures to ensure program registrants are provided the opportunities necessary to gain certification.

3. <u>Position Management:</u> The Position Management Panel will identify positions to be centrally managed through the IACF, and develop and review Promotion Evaluation Patterns (PEP). In addition, it will identify and recommend usage of skill codes and procedures for the career program referral process, manage the career-broadening program, and continually evaluate IACF position coverage.

4.4   Career Field Management Team

As with other CFs, IACF will locate a Career Field Management Team at AFPC/DPK. The two-person IACF team will consist of a GS-13 and a GS-7. The implementation timeline calls for the GS-13 to begin work in March 2006 and the GS-7 to join the team in October 2007. Once fully operational, the CFMT will perform the following duties and responsibilities:

- Report program execution to Career Field Manager
- Administer position assignment staffing actions
- Manage Career Field budget
- Provide career progression training and assignment counseling
- Conduct internship recruitment and position allocation
- Implement Career Broadening Program
- Coordinate leadership and development training opportunities

5.0 IACF Implementation Timeline

IACF implementation requires completion of a number of activities and accomplishment of several significant milestones. The IACF DT will work in concert with other career fields and the personnel community to ensure proper coordination and communication.

A detailed implementation timeline has been developed for the IACF. It details specific actions that must be accomplished and the associated timing. The timeline addresses four specific areas. These are:

1. IACF Implementation Oversight and Guidance
2. IACF Operations
3. IACF Public Affairs Plan
4. IACF Mentorship Program

Table 3: Major Project Milestones (July 2005 – October 2007)

Area	Milestone	Target Date(s)	Description
IACF Implementation Oversight and Guidance	Policy Council Meeting	14 Dec 05 15 Jun 06 12 Dec 06 13 Jun 07	The Policy Council will meet semi-annually to monitor program implementation and provide guidance to DT members.
	DT Meeting	20-21 Sep 05 15-16 Dec 05 07-09 Mar 06 16-17 Jun 06 13-14 Dec 06 14-15 Jun 07 27-28 Sep 07	The DT will meet throughout the implementation timeline. The current meeting schedule ensures that the team will meet during critical points in the implementation timeline. Additional meetings may occur as needed.
IACF Operations	Submit IACF Implementation Plan to HQ AF/A1	Oct 05	SAF/IA will coordinate the IACF Concept and Implementation Plan with IA organizations and then submit to HQ AF/A1 for coordination and approval.
	Submit FY 08 Program Financial Requirements	Jul 05	SAF/IA shared the IACF program requirements with Mr Phil Hoffman HQ AF/A1PT.
	Begin GS-13 Assignment Team Position Recruitment	Sep 05	The DT will begin recruitment of a GS-13 to serve on the CFMT. Prior to recruitment, DT members will conduct UMD authorization, core document development, and other associated tasks.
	Receive IACF Implementation Plan Approval	Jan 06	SAF/IA anticipates receiving formal approval of the IACF Concept and Implementation Plan from HQ AF/A1 in January 06.
	Finalize Assignment Team Logistic Requirements	Feb 06	DT members will coordinate logistical requirements with AFPC/DPK to ensure that all necessary office supplies are present when the CFMT begins operations.
	Begin Initial Program Operations (GS-13 in position)	Mar 06	The first of the two CFMT members will begin CFMT activities.
	Begin GS-7 Assignment Team Position Recruitment	Jun 07	The DT will begin recruitment of a GS-7 to serve as the second CFMT member.
	Begin Full Program Operations	Oct 07	SAF/IA anticipates receiving program funding (PALACE Acquire, Career Broadening, etc.) from HQ AF/A1.

Area	Milestone	Target Date(s)	Description
IACF Public Affairs Plan	SAF/IA Communication	Oct 05 Mar 06 Oct 07	SAF/IA will distribute a series of memorandums to the workforce to ensure all affected personnel are aware of IACF implementation activities.
	AF Public Affairs Coverage	Mar – Jun 06	SAF/IA will work with AF Public Affairs personnel to coordinate IACF coverage (e.g., AF News, local base newspapers, etc.).
	IACF Video	Feb – Apr 06	SAF/IA will work with AF Television Center to develop an IACF video. The video will provide an overview of the program and how individual personnel will benefit from its implementation.
	Road Show Campaign	Apr – May 06	The DT will conduct a road show campaign to present the IACF to IA personnel at various AF organizations.
Mentorship Program	SAF/IA Pilot Program	Sep – Dec 05	SAF/IA will conduct a Mentorship Pilot Program to test a mentorship concept that will eventually be utilized as part of the IACF.
	Modify Mentorship Concept	Jan 05 – Apr 06	DT will use the lessons learned from the Pilot Program to modify the content for the broader IACF audience.
	Incorporate Mentorship Program into IACF	Apr – Jul 06	DT and the CFMT Member (GS-13) will incorporate the Mentorship Program into the IACF.